

Annual Report

YOUTH CARE

2021

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Welcome

Welcome to the PQI Annual Report!

YouthCare's PQI Department strives to utilize data as a mean to inform and promote efficient, effective service delivery and achievement of the organizations mission and strategic goals and ultimately, to provide the most excellent services we can to young people. Launched as part of the PQI Program in 2020, this report will be the first to take a deeper look at data that has been gathered over a full year. As we continue in our practices of providing quality services, this report offers an overview of the agency's strengths and areas of opportunity.

We hope this report demonstrates our commitment to the clients we serve, our transparency for when things don't go as well as planned, and desire to receive feedback from others. If you have ideas on how this document can be improved or feedback about this report, please contact us at PQI@youthcare.org.

For more information on YouthCare's PQI efforts, check out the PQI Plan for more information.



Indicators of Quality

YouthCare continues to build out the PQI initiative, adding new indicators of quality collected each quarter. This report reviews information intended to drive the agency towards data-informed decision making enhancing the experience of staff and promoting quality client service provision.

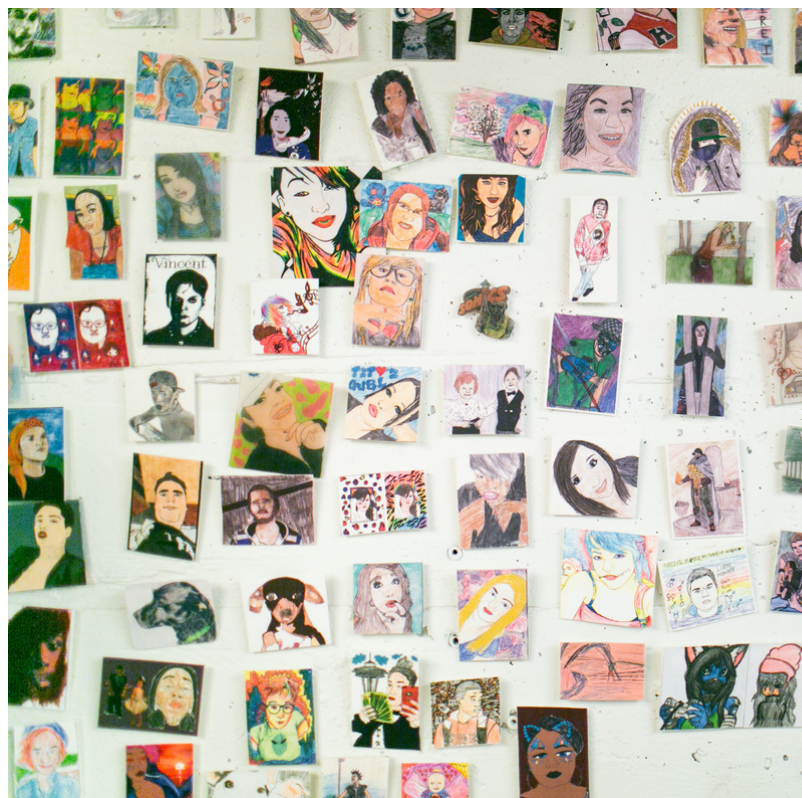
Personnel and HR

- Staff Demographics
- Retention & Turnover Rates
- Trainings Offered
- Staff Rebase of Salaries
- Staff Exit Survey
- Employee Experience Survey

Performance & Quality Improvement

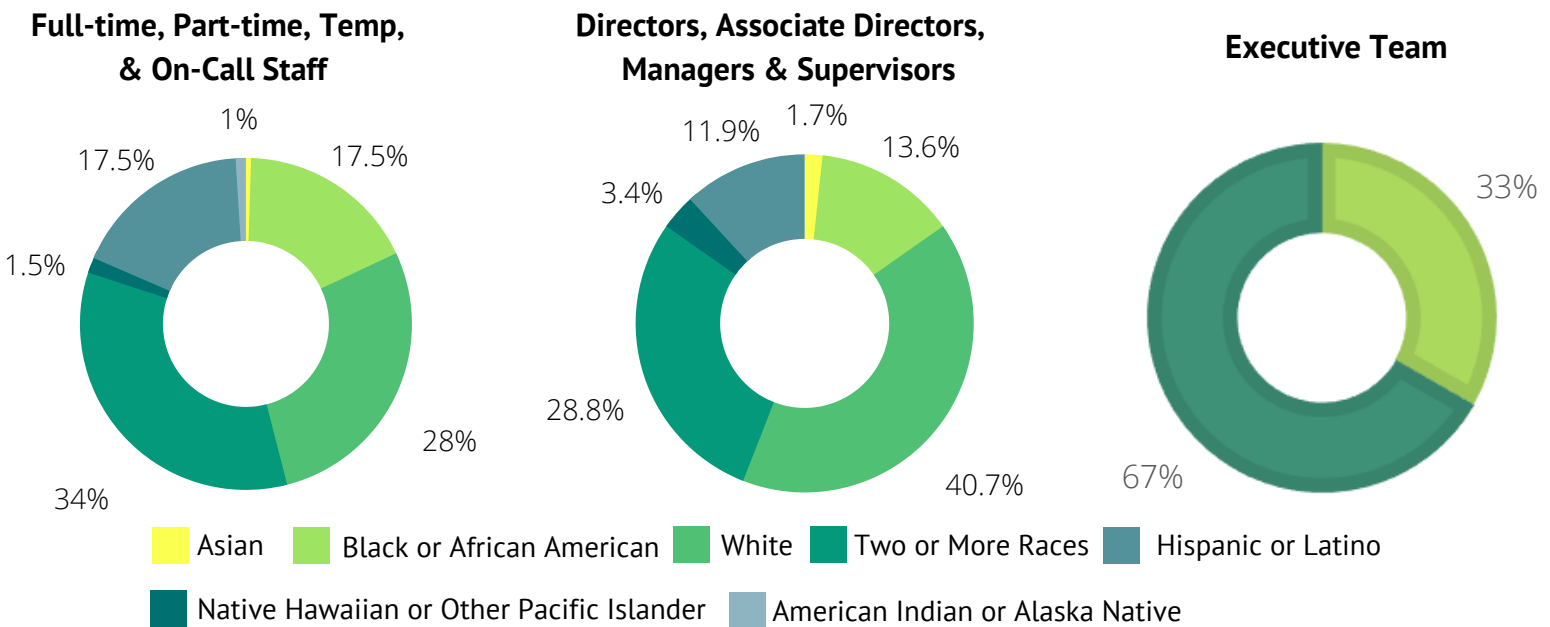
- CaseWorthy
- Client File Reviews
- Client Satisfaction & Experience Surveys
- Performance Opportunity Plans

Staff Recognition



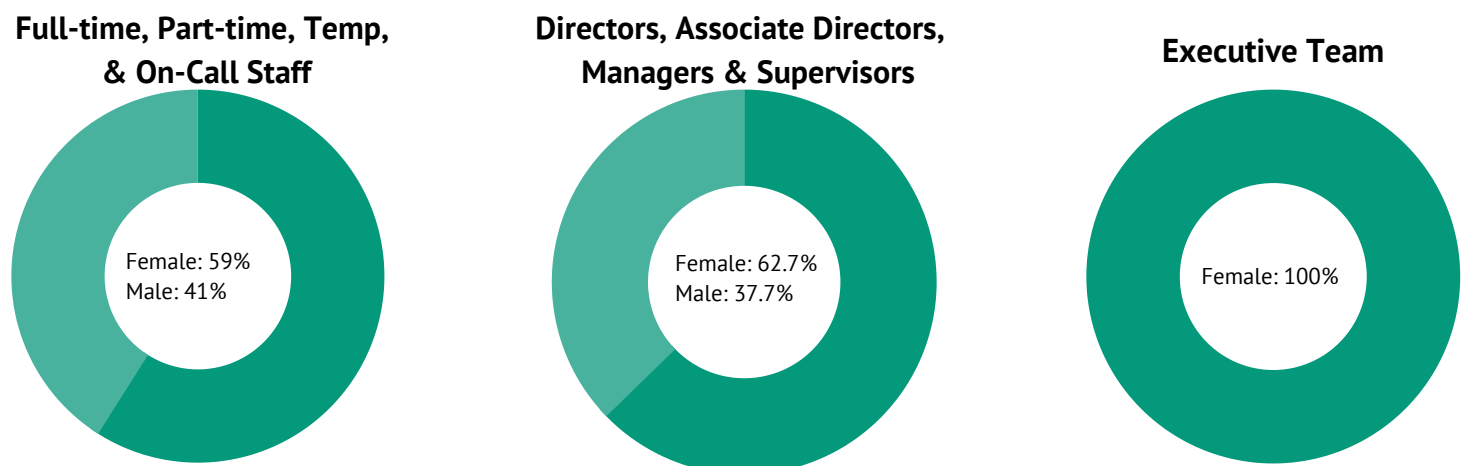
Personnel and HR

Staff Demographics



YouthCare reviews monthly reports of staff demographics. This information is reflective of the December, 2021 report which includes all active employees on a specific day, totaling 262 staff. Full-time, part-time, temporary, and on-call employees make up the bulk of active staff at 200 employees. Directors, associate directors, managers and supervisors at 59 staff, and an executive team of 3 staff. Demographic information is collected at the time of on-boarding a new employee. YouthCare will be reviewing current practices on collecting staff demographics, and prioritizing inclusive practices related to gender identity.

Additionally, YouthCare will focus to recruit, hire, develop, promote, and retain top diverse talent guided by the Director of Diversity, Equity, and Inclusion. We continue to work towards a diverse workforce at all employee levels, from entry level to executive.



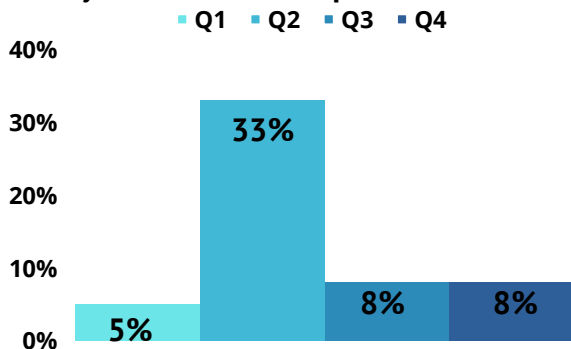
Personnel and HR

Staff Retention and Turnover

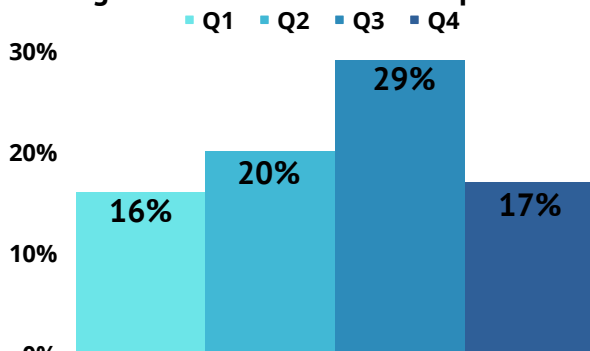
Each quarter, YouthCare had about 210 employees. Across the agency, there was a 19.8% average turnover rate. It is important to keep in mind that each program has a different number of total employees. Therefore turnover rates may seem higher in one program than the other due to total number of staff assigned to that program. However, it remains consistent that the highest number of turnover resides in the administrative/operations department, totaling 29 exits in 2021.

Overall, we are seeing a 27% retention rate. There are many factors that contributed to turnover. According to the staff exit survey, over 50% of employees exited the agency due to working conditions/environment. Information gathered from turnover reports and staff exit surveys/interviews will allow the PQI team, in partnership with the HR department and leadership, opportunity for critical review and conditions that lead to staff turnover in addition to identifying strategies for quality staff retention.

Early Intervention & Specialized Services

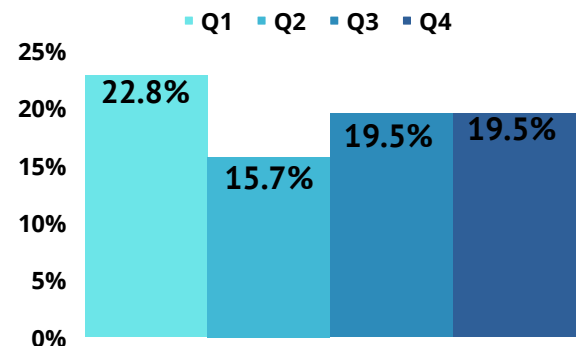


Program Administrative and Operations

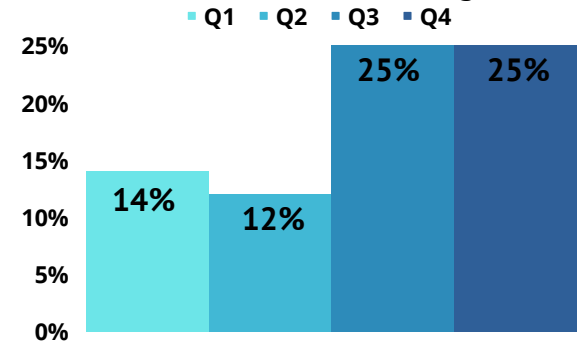


*These figures include program admin staff, operations staff, executive staff, and Development

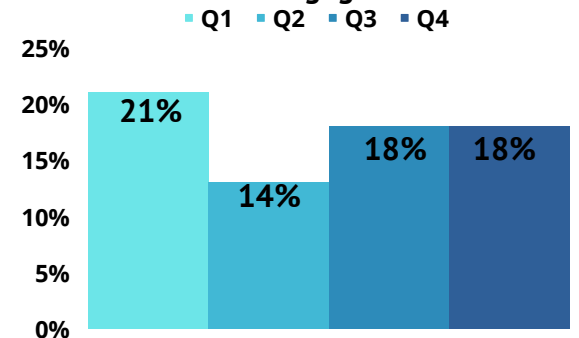
Organization Turnover Rate



Adolescent Housing

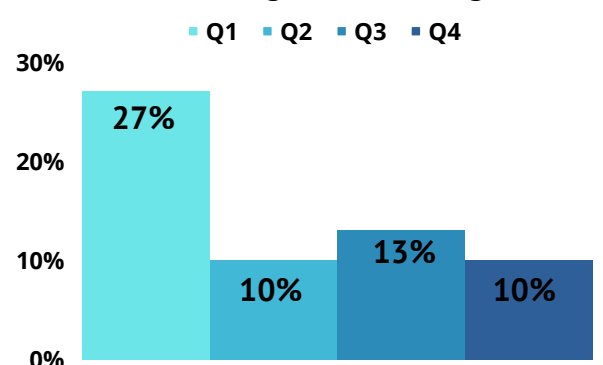


Workforce & Engagement Services



*This includes all workforce services programming and engagement programming such as Orion Center, UDYC, South Seattle, and Overnight Shelter

Young Adult Housing



Personnel and HR

Rebase of Staff Salaries

Reflective of YouthCare's Strategic Plan and Community Campaign, the agency implemented a rebase of salaries across the organization. This decision was driven not only by stakeholder feedback, but a deep commitment and value the agency holds supporting staff and paying them wages that reflect the commitment and skill it takes to work with our service population.



YouthCare raised the base wage at entry level positions from \$16.35 to **\$19.49** per hour. Each employee was granted a .25 cent increase on the base per year for longevity. Increase of wages has been a long-time goal of the board and leadership. YouthCare was excited to move forward with this commitment in March of 2021.

Staff Exit Survey

YouthCare values feedback from all staff and want to ensure those exiting the agency have opportunity to share candid feedback participating in either an Exit Interview, conducted by the COO, Director of HR, or person of their choice, or via online survey. Exiting staff can participate in both in person exit interview and online survey.

During 2021, 163 staff across all departments and employment levels exited the agency. Of the 163 exits, 24 staff participated in the exit survey. Survey respondents identified working conditions/environment as the top factor(s) for exiting, with 50% of respondents making this selection. While working conditions contributed to turnover, more than half of the respondents agree they received support from their team, their supervisors asked for ideas and suggestions, and they felt their supervisor treated them fairly.

Additionally, the survey provides space for exiting staff to share critical feedback that is vital to ensuring we are utilizing this information to enhance our practice of data-informed improvements, critically reviewing areas of growth identified in the survey and exit interviews. To gain valuable feedback that will ultimately aid in the review of personnel experiences, it is a priority in 2022 to engage 100% of employees who exit the agency in either the exit survey or exit interview.

In collaboration with the PQI team, the HR department will begin tracking total number of exit interviews offered and accepted. From those interviews, HR staff will identify agency strengths and areas of improvement and document for quarterly review, and include in PQI quarterly and annual reports. Any areas of improvement observed will be added to the HR department Performance Opportunity Plan, and other department POPs as it is appropriate.

Areas of Improvement

- **76%** agree communication across programs requires improvement
- **71%** agree communication from leaders requires improvement
- **54%** agree provision of tools, support, equipment, training, resources and information to do the job well needs improvement

Personnel and HR

Training and Developing High-Performing Staff

YouthCare is committed to training and developing high-performing staff across the agency. Our current strategic plan strives to implement standards and tools for supporting and developing staff. Identifying training and systems that will promote advancement, efficiency, retention, and teamwork, YouthCare will aid in the development of staff who are engaged and empowered to excel in their performance and service provision.

The Director of Training and Program Quality position was on-boarded in April of 2021. This position critically reviewed program services and identified areas of training opportunities, aligning with accreditation standards, agency requirements, and drive towards the Theory of Change. New to the agency, this position worked closely with the PQI and HR teams bridging the gap between quality services, personnel requirements, and supports needed for providing excellent service provision.

The Director of Training and Program Quality served not only as a training coordinator with external trainers and partners, but also provided the agency with trainings related to Case Management and supervision best practices aligning with COA standards and YouthCare's values. Tracking of trainings offered remained consistent post-on-boarding of the new position in April. It is important to note more trainings were offered prior to April 2021. The PQI team, in collaboration with HR, will continue working closely on defining standards for tracking of training for employees.



140

**TRAININGS OFFERED
APRIL 2021 - DECEMBER 2021**

Trainings offered provided staff with opportunity to not only learn basic skills in homeless youth service provision, but opportunity to engage in professional development, gaining critical and holistic skills in supporting both our service and target population noted in the Theory of Change. Examples of trainings offered are:

1. Exploring Structural Racism
2. Working with Abuse Survivors with Mental Health Disabilities or Substance Use Issues
3. Youth Mental Health First Aid
4. Decolonizing Self Care Practices for Hispanic/Latinx Community
5. Responding to Sexual Exploitation & Trafficking of Youth

YouthCare dedicated time recruiting for a new position in 2021, Director of Diversity, Equity, and Inclusion. Hired early in 2022, this role will work across all departments, focusing on building and maintaining inclusive and equitable employee management, retention, performance management, and policy development.

YouthCare continues working towards the implementation of robust, intentional, and equitable staff onboarding, development, and coaching. It is expected this work will continue past 2022 and included in YouthCares 2023 -2026 Strategic Plan.

Personnel and HR

Employee Experience Survey

YouthCare values feedback of staff and experiences working for the agency. YouthCare partnered with DEI Consulting Firm, OurOffice, to administer an annual staff survey to ensure all current employees opportunity for candid feedback. The survey was unattributed and no attempt was made to tie responses to any employee data such as employee email, IP address, or job function to ensure complete anonymity.

The survey focused on staff perspective as an employee. Specifically, questions focused on what staff think and feel about the YouthCare workplace. The goal of an annual survey allows staff to share their perspective on the agency. This information will set a foundation in identifying actions and strategies YouthCare can implement to improve and enhance the working environment.

Results & Action Steps

OurOffice compiled data and provided YouthCare two reports, an overview report identifying areas of strengths and improvement, as well DEI recommendations for the agency. A summary of results are outlined here (right).

YouthCare is dedicated to improving staff experiences. It is intended to use information gathered to guide the development and implementation of YouthCare's DEI action plan. These efforts will be led by the new Diversity, Equity, and Inclusion Director. Additionally, YouthCare will continue in administering annual employee experiences survey.

Total Responses:

64

Areas of Strength

65% or more employees agree that:

1. They have a friend to confide in at work
2. They are contributing to the organizations mission
3. Their team values DEI

Areas of Improvement

50% or more employees disagree or are neutral that:

1. They will stay for 2 years
2. They feel included
3. Leaders keep employees informed
4. They have access to learning and development

DEI Objectives to support YouthCare Strategic Goals

1. **Position leaders for cultural awareness**, inclusive behaviors and growth through training on unconscious bias, coaching for leaders, and regular listening session with small groups of employees
2. **Provide an equitable and inclusive workplace** that at meets the diverse needs of all staff by training on DEI awareness, establishing a mentoring program open to all staff, and affinity groups.
3. **Grow a diverse team** by training on recruiting, review of policies and benefits, and creating succession plans for key roles
4. **Develop a communications strategy** for staff and donors to understand YouthCare's ongoing DEI activities.

Full reports from OurOffice provided to all agency January 2, 2022.

Performance & Quality Improvement

CaseWorthy & Client File Reviews

YouthCare's 2019-2022 Strategic Plan outlines efforts for identifying a new system to enhance care coordination and support program refinement. To



better track the level of coordination and monitor needs for quality service provision and outcome management, YouthCare launched a new Client Management System (CMS), CaseWorthy in June of 2021.

CaseWorthy has provided cross-agency coordinated care to service planning and delivery and has given opportunity to enhance a young person's service experience at YouthCare. CaseWorthy supports and guides us in engaging with participants on their progress toward goals in a more dynamic and intentional practice than what was provided with usual paper case files. CaseWorthy allows the agency to look critically at the quality of services provided to a young person, offers necessary support needed for a new centralized case management model launching in 2022, and facilitates a holistic, youth-centered view of service utilization and outcomes attainment. Investing in a new CMS system provides more opportunity of enhancing reporting capabilities, assessment tools, and identifying service improvements through a data-informed lens.

Since June, we have reported in CaseWorthy a total of 1,378 youth and young adults served. Just under 200 services to choose from, the CMS system is utilized as a tool to guide service planning and goal attainment of program participants, and quality data to inform processes and decision making within the agency. Below highlights total services provided since the launch of CaseWorthy and Theory of Change outcomes. We can identify there is work to do in ensuring all young adults have opportunity for long-term wellness and overall success.

Over the next year, the agency will lead in several initiatives to enhance Theory of Change outcomes. PQI continues to support staff by providing trainings and tools assisting in the use the new CMS. Additionally, Performance Opportunity Plans will include goals related to Theory of Change outcomes for all programs.

37,312
services provided

40%
report having good, very good, or
excellent mental health at exit

52%
exited to safe/stable housing

22%
of non-school attending young
adults employed at exit

46%
have community connections at
exit

58%
report having good, very good, or
excellent general health at exit

Full impact report available mid-year 2022.

Performance & Quality Improvement

CaseWorthy & Client File Reviews

Enhancing the CMS engages the agency in critical review of quality service provisions, outcomes, and overall impact. In 2021, the PQI team performed two reviews of clients files.

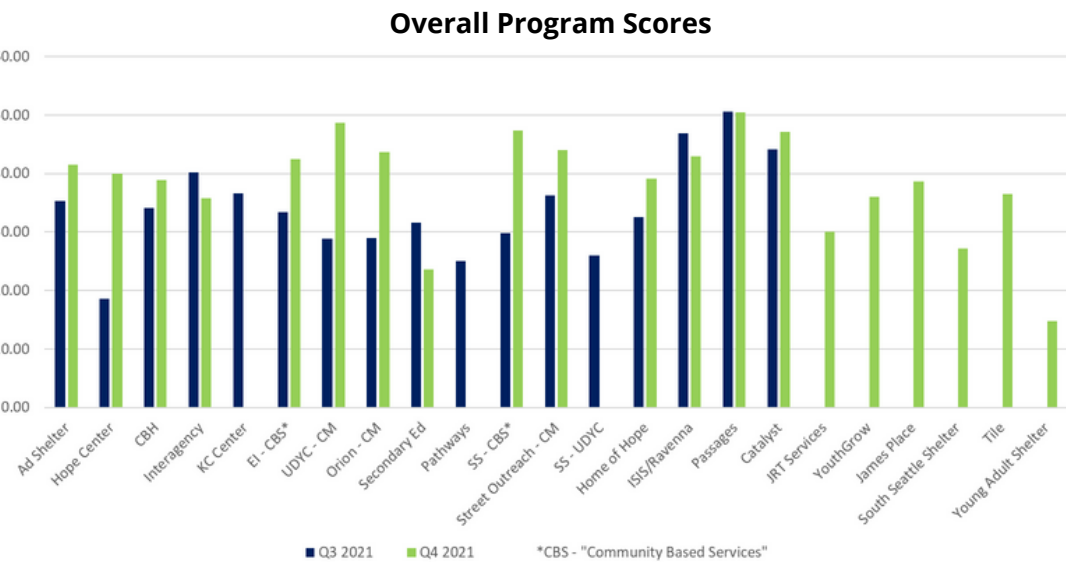
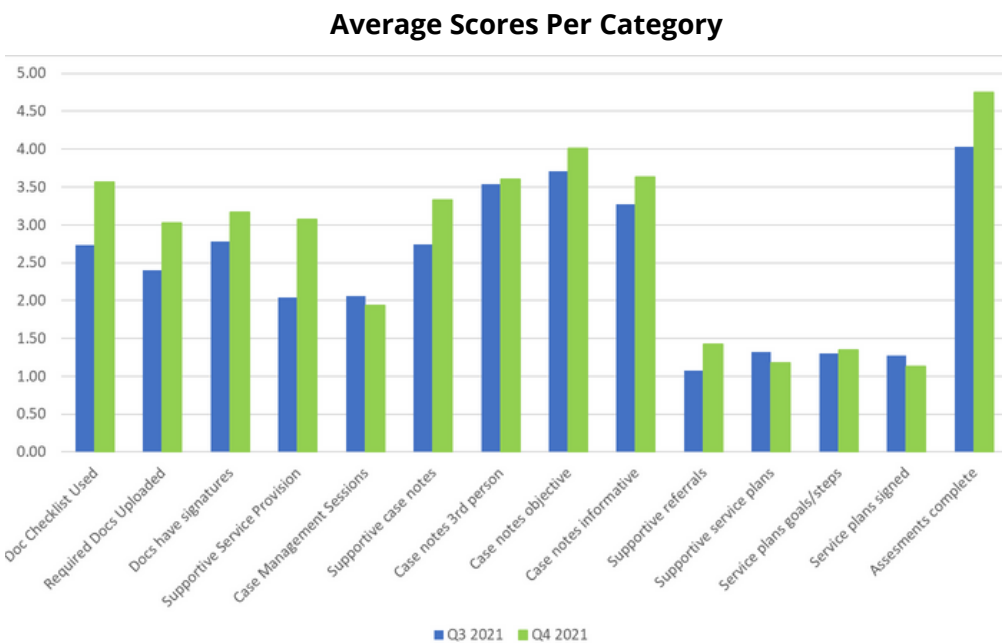
Q3 2021 marked the first review since the implementation of CaseWorthy. The implementation of a new CMS prompted our review of the file review process, ensuring a process was constructed that is youth-centered and drives us towards program improvements that align with outcomes, Theory of Change, and the YouthCare Mission.

The new process introduced a "File Review Matrix" tool. This tool address six areas of client files.

- 1.Required Document Completion
- 2.Service Provisions
- 3.Quality of Case Notes
- 4.Referrals - internal and external
- 5.Use of Service Planning
- 6.Assessment Completion

The File Review Matrix uses a point system of 1-5 in each category, with a possible total of 70 points for an individual case file. The intention of using the file review matrix is to review quality of service provision.

The PQI team piloted the use of the file review matrix during Q3 and Q4 and worked to identify points of strength and improvement of the tool. The team introduced the tool to program leaders asking for feedback and input on the use of the tool overall process. Using this feedback, the PQI team will incorporate updates to the tool and procedures, launching a revised file review process in early 2022. Above represents average scores per category. Strengths remain consistent both quarters, with complete assessments and objectivity of written case notes. The agency will initiate



in 2022 further CaseWorthy and service provision training, focusing on meeting participant needs through internal and external referrals and utilization of the service planning and goal attainment function in CaseWorthy.

Program Score Summary chart (left) reflects average case file scores per program out of 70 possible points per client file.

Performance & Quality Improvement

Client Satisfaction & Experience Survey

After the launch of the client satisfaction and experience survey at the end of 2020, the agency can now take comprehensive look at a full year worth of data collected. The survey is administered by program staff who individually track client participation to ensure there are no duplicates.

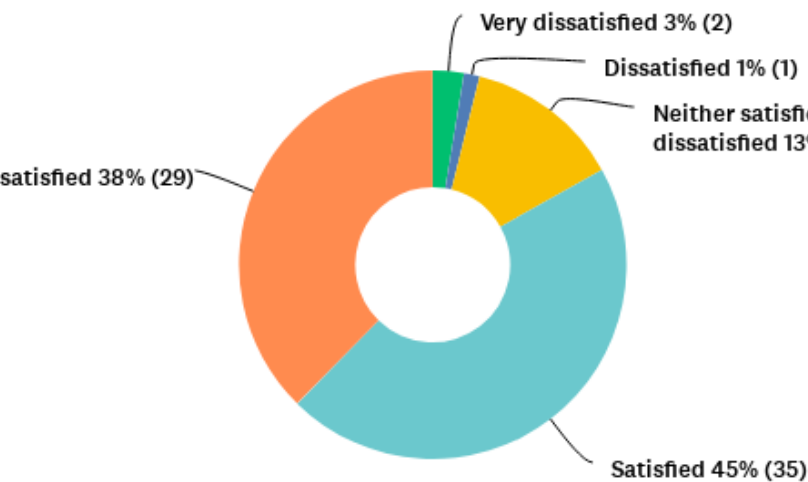
92

SURVEYS COLLECTED IN Q4

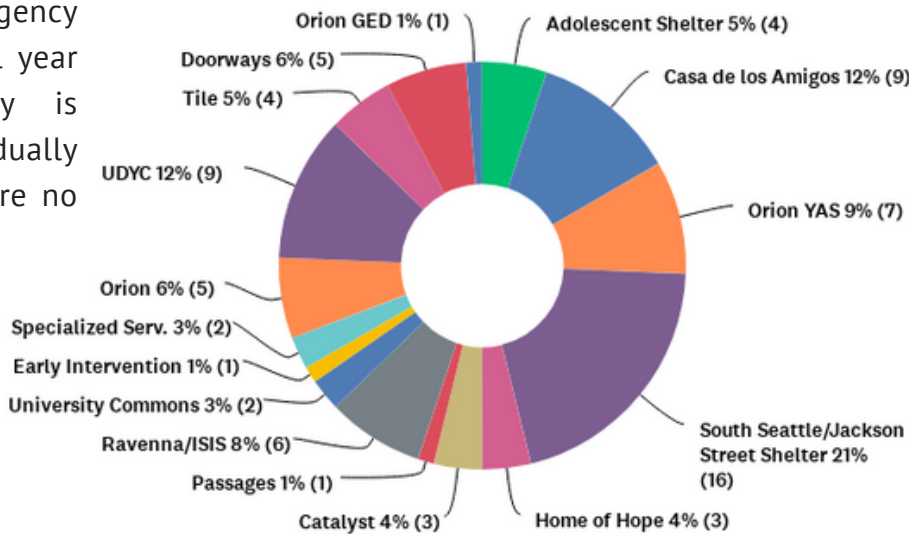
Total Per Quarter

Q1: 62 Q2: 57 Q3: 118

We continue to improve in collecting surveys each quarter, exceeding our goal in Q3 this year. Q4 reflects less than 100 surveys collected, only 7 shy of meeting our goal. Reasons for not meeting our goal of 100 are attributed to factors such as the combination of programs and program cohorts out of session over the holiday season.



Q: Which program asked you to complete this survey?



83%

OF CLIENTS ARE EITHER SATISFIED OR VERY SATISFIED WITH PROGRAM SERVICES

Client satisfaction is critical to the success of YouthCare's mission. Combining "satisfied" and "very satisfied" totals, overall client satisfaction rates have steadily increased with Q1 reflecting a 68% satisfaction rate, Q2 at 76%, and Q3 at 78%. We have been successful in our efforts to engage with clients on their thoughts and feedback regarding programming and ensuring their voices are heard. Information collected supports programs in identifying areas of strength and opportunity for improvement which are included in Performance Opportunity Plans.

Performance & Quality Improvement

Categories of Experience

The 19 questions in this section were grouped into 4 different categories of experience:

1. Intake & Assessment
2. Program Safety & Support
3. Voice & Choice
4. Case Management & Goal Planning

Participants were asked “How strongly do you agree or disagree with each statement?” and provided their rating on a 5-Point Scale from Strongly Disagree to Strongly Agree. Each question received a weighted score from 1-5. Items that score above 4.25 are considered strengths and highlighted in green. Items that score below a 4.00 are considered areas for improvement and can be found in purple. The column labeled “change” represents the decrease or increase of ratings from Q3 to Q4.

Agency strengths remained consistent in 2021 as it relates to the understanding of intakes and assessments, protection of confidentiality, and program safety & support. As well, we saw a steady increase in all areas that were identified as areas of improvement. These opportunities are included in individual department reports and included on Performance Opportunity Plans. Client satisfaction and experience surveys are aggregated by program and provided to leadership for a comprehensive review of the data collected each quarter. Connect with program leadership for your department report for more information.

Intake & Assessment Experience

	Q1	Q2	Q3	Q4	CHANGE
Purpose of intake explained	4.33	4.27	4.15	4.32	0.17
Confidentiality of intake	4.53	4.39	4.15	4.44	0.29
Refusal to answer questions	4.49	4.41	4.22	4.42	0.20
Protection of confidentiality	4.5	4.38	4.29	4.44	0.15
Knowledge of how to file a complaint	3.73	4	4.07	4.09	0.02

Program Safety & Support

	Q1	Q2	Q3	Q4	CHANGE
Feel safe when accessing service	4.31	4.37	4.24	4.45	0.21
Staff helped me understand my rights	4.48	4.35	4.22	4.44	0.22
Staff helped me understand the rules of the program	4.41	4.3	4.21	4.38	0.17
Staff treat me with respect	4.2	4.43	4.19	4.66	0.47
I feel ok letting staff know I feel unsafe	4.42	4.41	4.17	4.42	0.25

Voice & Choice

	Q1	Q2	Q3	Q4	CHANGE
Staff use my correct name & pronouns	4.59	4.63	4.22	4.55	0.33
I am involved in program decisions	3.83	4.06	4.03	4.09	0.06
I agree youth input leads to positive change	3.67	3.96	3.88	4.03	0.15
Program helps me explore my interests	4.3	4.22	3.95	4.19	0.24
I get to express my culture, religion, etc.	4.32	4.36	4.14	4.31	0.17

Case MGMT & Goal Planning

	Q1	Q2	Q3	Q4	CHANGE
I have a CM I meet with regularly	4.47	4.23	4.16	4.32	0.16
I talk about what I want during CM	4.33	4.27	4.14	4.28	0.14
I aid in developing my service plan and goals	4.04	4.17	4.17	4.34	0.17
I feel like staff care about me	4.16	4.37	4.16	4.36	0.20
This program has helped me with my next steps in meeting my goals	4.44	4.31	4.14	4.33	0.19

Performance & Quality Improvement

Service Delivery

90%

OF SURVEY PARTICIPANTS SAID THEY NEEDED SUPPORT WITH HOUSING/SHELTER.

This section asks participants to review a list of service options and first mark if they needed the service or did not need the service, then mark their level of satisfaction. This year we saw a consistent need for housing and shelter from survey participants exhibiting as the highest need for three quarters of the year. Quarter four saw a change in the second highest need from survey participants, identifying employment supports as a necessary resource. Our goal is to have items most needed rate high in satisfaction. Information gathered indicates overall satisfaction from survey participants for housing and shelter, and employment support. More information on needed services and satisfaction rates can be found in department reports.

"HOW THE STAFF ARE HANDS ON, AND ARE REALLY HELPFUL GETTING YOU A JOB OR HOUSING AFTER THIS."

CATALYST

"I APPRECIATE HOW IN TOUCH MY CASE MANAGER IS AND HOW WELL WE COMMUNICATE WITH EACH OTHER."

EISS

"THE STAFF IS REALLY KIND. THEY CELEBRATE MY DIFFERENCES."

ORION GED

"HOW THEY TAKE THE TIME TO HELP YOU WITH WHATEVER YOU NEED AT THE TIME."

DOORWAYS

81%

OF SURVEY PARTICIPANTS SAID THEY WOULD BENEFIT FROM EMPLOYMENT SUPPORT.

Client Feedback

Some of the most valuable information we get is in the form of the comments in the narrative section. This section asked participants 2 open ended questions related to their experience in programs. You will see on this page, feedback directly from participants across the agency. Department reports provide all feedback collected for those departments.

"I HAVEN'T BEEN HERE LONG, BUT IN THE TIME THAT I HAVE THE STAFF HAVE BEEN VERY NICE AND INVITING AND HAVE HELPED ME FIND RESOURCES QUICKLY."

YOUNG ADULT SHELTER

Performance & Quality Improvement

Performance Opportunity Plans

In 2021 the PQI department implemented the use of Performance Opportunity Plans for all YouthCare programs. Outlined in the YouthCare PQI Plan, Performance Opportunity Plans (POPs) are utilized as a tool for quality program improvement across the agency. Guided by the PQI manager and department leadership, program staff identify 3-5 action items (goals) each quarter. Action items identified on POPs are guided by information presented to staff departments throughout the year. File reviews, incident reporting, client satisfaction and experience survey, case management meetings, community/house meetings, and observation are all points of information departments utilize when assessing action items. All goals have an expected completion and implementation within 3-6 months of the active POP. By identifying key goals and utilizing POPs as a tool, programs intentionally work towards quality improvement.

Additionally, YouthCare strive to incorporate quality improvement efforts into agency best practices. To ensure this is possible, a quarterly check in from the PQI manager is performed. The POP Quarterly Check in Form asks a series of questions as it relates to the progress of each goal. Of the 24 individual programs with active POPs, 18 had met 1 or more goals.

The check in form asks staff to identify any needed supports or barriers at play that may impede on the completion and implementation of action items. The PQI manager works together with department teams to identify solutions for challenges. If any goals in progress are not reached by the end of a quarter, those items will be included on the following quarter Performance Opportunity Plan. YouthCare will implement the practice of POPs with all non-program related departments beginning with IT and Human Resources early 2022.



POP Goal Examples:

- Upload 100% of client files to CaseWorthy
- Increase linkages of internal and external referrals
- Schedule and implement consistent bi-weekly case management meetings
- Advocate for culturally informed GED test proctors
- Decrease room turnover rate from 72 hours to 24 hours
- Engage youth input for Customer Service Training program outline

Staff Recognition

Values in Action

We want to acknowledge the phenomenal work that is occurring across the agency to ensure we're providing high quality programming for young people!

There are many staff that deserve recognition for their engagement in creating and implement action items driven by Program Opportunity Plans. This year, staff across all programs engaged diligently with program quality improvements with their teams. Additionally, staff in all programs have continued in support the mission of YouthCare through especially difficult times of inclement weather and COVID-19.

Thank you all for your ensuring our young people are values for who they are and are empowered to achieve their potential.

CALEB CASTO

DEPENDABILITY ▪ LEADERSHIP ▪
COLLABORTATION

"Making a difference at Hope Center. Very observant to what's going on in the facility whether it's staff, clients or property."

COLLEEN GOODWIN

DEPENDABILITY ▪ LEADERSHIP ▪
SAFETY ▪ RESPECT

"Always willing to listen and tries to help in a fair way."

"Colleen has been very professional, helpful, and has worked so hard to support staff as much as possible. She listens, is kind, and is respectful to any person who talks to her. It is obvious that one of her main priorities is that staff feel safe and respected."

ANTONIO RODRIGUEZ

RESPECT ▪ DEI ▪ SAFETY ▪ SOCIAL JUSTICE ▪
LEADERSHIP ▪ COLLABORATION

"Antonio always goes above and beyond for his clients. He always makes sure that clients have enough food and honors grocery requests, he checks in with each youth and asks them if they need any clothing for the changing seasons; anything they need, he tries his best to meet. Antonio is also a fantastic person to work with. He is a team player and makes us feel supported and comfortable. A+ manager honestly."

DOMINIQUE & LINZY

DEPENDABILITY ▪ COLLABORTATION

"These two went out of their way to help set up the gift room, and they were very thoughtful and dedicated to making sure it was set up for success. We really appreciated their dedication to making sure youth could have the brightest holiday season possible."

MARLA MOHR

DEPENDABILITY ▪ RESPECT ▪
EMPOWERMENT ▪ DEI

"I want to give a major shoutout to Marla Mohr for stepping up and helping youth during the time that we did not have a Case Manager at South Seattle. She went above and beyond to make sure that our clients needs were met!"



Staff Recognition

Values in Action

SUZANNE SULLIVAN

LEADERSHIP

"Suzanne has been working SO HARD and really cares a lot about this agency. We see you Suzanne!"

ERICA LIMON

LEADERSHIP ▪ EMPOWERMENT

"Erica is always working to empower fellow staff and the clients we serve."

EUGENE COPELAND

DEI ▪ SAFETY ▪ LEADERSHIP ▪
COLLABORATION

"Eugene has demonstrated to be a strong advocate for our young people. He has shown-up by taking the lead in care coordination and navigating all the different systems that are not serving our clients. Eugene centers our young people's needs and ensures other service providers to be on the same page with their service plans. Eugene supports his colleagues as well and maintains open communication with leadership to have everyone onboard with our clients goals."

SHANNON TUCKER

DEI ▪ LEADERSHIP ▪ COLLABORATION ▪ SAFETY ▪ RESPECT
DEPENDABILITY ▪ EMPOWERMENT ▪ SOCIAL JUSTICE

"Shannon has been at UDYC for over four years and continues to be a force to be reckoned with. She knows the ins and outs of housing resources, fiercely advocates for youth and UDYC, and always shows up as her genuine, humble, and empathetic self. Shannon is a real one."

ALEXIS SILVA

DEPENDABILITY ▪ RESPECT ▪
EMPOWERMENT ▪ DEI ▪ LEADERSHIP ▪
COLLABORATION ▪ SOCIAL JUSTICE

"Alexis is a perfect example of kindness, collaboration, and good humor - all in service of our young people. She is always willing to show up with her signature good spirit and does an incredible job sharing and supporting the important work that our direct service staff are doing. She is a joy to work with and makes us all a little more positive, a little more committed, and a lot more cheerful."

TAUNA NELSON

DEI ▪ LEADERSHIP ▪ COLLABORATION ▪
DEPENDABILITY

"She's always speaking up for youth and advocating on their behalf. She's always sure to include everyone so no one gets left out. She multitasks like a pro juggler. She stays upbeat and knows how to have a good time which keeps our spirits lifted."

